

**OUTCOMES MANAGEMENT  
AND  
STRATEGIC PLANNING REPORT**

**EXECUTIVE SUMMARY**

**Tennessee Rehabilitation Center  
Smyrna, TN**

**Fiscal Year 2007**

**Submitted by  
David Holmes, Superintendent**

# ANNUAL OUTCOMES MANAGEMENT AND STRATEGIC PLANNING REPORT

Fiscal Year 2007

## INTRODUCTION

The year 2007 marks three decades that the Tennessee Rehabilitation Center (TRC) has provided programs of comprehensive rehabilitation services to individuals with disabilities. Key executive staff in vocational rehabilitation and education and the Tennessee legislature had a vision of creating a residential facility in Tennessee that could meet the needs of individuals with disabilities in rural areas of the state where few resources could be found. Their vision was to provide a comprehensive rehabilitation center where individuals with disabilities could live on campus and receive rehabilitation and vocational services that would prepare them for greater independence and employment within their local community. This vision became a strategic plan when Senate Bill 914 was passed in 1973, creating such a state-operated comprehensive rehabilitation facility. The vision and strategic plan became a reality in August of 1977, when the Tennessee Rehabilitation Center opened its doors and began enrolling its first clients into various comprehensive programs of rehabilitation services.

The Tennessee Rehabilitation Center is strategically located in middle Tennessee so that clients from all 95 counties in the state can easily access the Center. The Center is operated by the Division of Rehabilitation Services within the Department of Human Services and conducts business under the appointing authority of the Commissioner of the Department of Human Services. The Center Superintendent is an appointed position that answers to the Assistant Commissioner of the Division of Rehabilitation Services. All clients who receive services from TRC are clients of the Division of Rehabilitation Services (DRS).

TRC provides comprehensive rehabilitation services in seven primary programs: Comprehensive Vocational Evaluation, Job Objectives and Behavioral Services (J.O.B.S., a pre-vocational work adjustment program), Vocational Training, Physical Rehabilitation Services, Vision Impairment Services, Traumatic Brain Injury Program Services and Transitional Life Skills Training. In addition to these seven primary programs, the Center provides numerous support services as needed, including driver's education, psychological consultation and individual counseling, psychology support group therapy, academic instruction, recreation therapy and leisure time activities, residential living skills training, student health services, psychiatric consultation, and transitional life skills training (evening classes).

The Tennessee Rehabilitation Center maintains accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF) in three areas of accreditation to include Comprehensive Vocational Evaluation Services, Employee Development

Services, and Employment Skills Training Services. Currently, the most recent CARF survey was completed in October 2004, and a three-year accreditation was awarded. The Center's three-year CARF accreditation will expire in October 2007, at which time the Center will be re-surveyed by the accrediting body. At the time of the writing of this report, TRC has applied for re-accreditation and have been given survey dates of October 29-31, 2007.

### **Mission Statement**

The Tennessee Rehabilitation Center annually reviews its mission statement to ensure that it continues to reflect the overall desire to provide quality rehabilitation services that lead to successful and measurable outcomes for individuals with disabilities. It is imperative that the mission statement remains current.

The following mission statement was reviewed during the 2007 reporting period by the Center's management team and is deemed to be current. It effectively addresses the mission of this facility.

**To provide comprehensive rehabilitation services in a positive and productive learning environment to individuals with disabilities. Services provided assist individuals in achieving their highest level of functioning so they can live and work as independently as possible.**

### **CLIENTS SERVED**

A total of 1,218 clients received rehabilitation services in both primary programs of services and outpatient services that were provided on and off campus for state fiscal

year 2007. The following statistical information identifies clients served by ethnic origin and by primary disability.

#### **Clients Served by Ethnic Origin**

White, Non-Hispanic	74%
Black, Non-Hispanic	24%
Hispanic	1%
Asian or Pacific Islander	1%
Native American	0%
Other ____	0%

#### **Clients Served by Primary Disability**

Mental Retardation	45%
Emotional/Character Disorder	16%
Brain Injury/Disease	10%
Vision Impairment	10%
Learning Disability	5%
Other Disability	5%
Cerebral Palsy	4%
Spinal Cord Injury	3%
Other Neurological	2%

#### **STAKEHOLDER INPUT**

**Client Program Exit Interviews, Support Services Surveys,  
Client Family Surveys and Referring Counselor Surveys**

The most important input any organization can obtain about the impact of the services it provides is from its customers or clients. For the Tennessee Rehabilitation Center, the most critical feedback we obtain is from the clients we serve. The Center has targeted its three most important stakeholders: clients, family members, and referring field counselors. Formal survey instruments are used to gather information from these stakeholders. An exit interview survey instrument is completed with clients successfully completing programs. A support services survey instrument is utilized to gather feedback from clients twice a year. A parent/family member survey instrument is sent to the primary family members of graduates to obtain their perspective on the quality of services received. DRS field Vocational Rehabilitation Counselors are sent a survey instrument to obtain valuable input on programs and services once a year.

Stakeholder feedback is utilized in evaluating programs and services, as well as strategic planning. The Center not only gathers stakeholder input in formal data collection processes, but also utilizes input from clients, employers, and staff in day-to-day operations to make improvements in overall programs and facility operations.

## **Surveys**

The formal surveys include the following: Client Program Exit Interview Survey, Client Support Services Customer Satisfaction Surveys, Client Family Customer Satisfaction Surveys, and Field Counselor Customer Satisfaction Survey. These are initiated at designated intervals throughout the fiscal year, and information obtained is tabulated and analyzed for strategic planning purposes. Informal input from staff, clients, and employers is ongoing and utilized in day-to-day operations to evaluate program operations. Results of the four formal survey instruments are a significant component of this outcomes management report and are summarized in the following sections.

### **EXIT INTERVIEW SURVEY RESULTS**

Stakeholder input from clients served in primary service delivery programs is obtained when each client successfully completes their program. Information is obtained from clients about their satisfaction with program services provided, accessibility satisfaction,

and recommendations for improvements. Each program services supervisor collects these exit surveys, compiles and analyzes the results and provides a summary of responses in a quarterly program evaluation report. Individual completed survey instruments are attached to each program evaluation report. These results and input are key components to strategic planning and initiation of needed improvements. Exit interview survey input provides management with information on the quality of services provided, potential needs and improvements, as well as identification of any architectural, environmental, attitudinal or communication accessibility deficits requiring attention and/or further revaluation.

The seven primary service programs that exit interview surveys are completed are:

**Vocation Evaluation**  
**Job Objectives and Behavioral Services**  
**Vocational Training**  
**Vision Impairment Services**  
**Physical Rehabilitation Services**  
**Traumatic Brain Injury Program**  
**Transitional Life Skills Training**

Results of the 2007 **Client Program Exit Interview Surveys** completed for the primary programs of services are reported in the following sections as accumulative response ratings and comments.

### **Vocational Evaluation**

#### **Customer Satisfaction**

The average accumulative customer satisfaction rate for Vocational Evaluation in 2007 is **98%**.

1. Have your goals been met while receiving services in the Vocational Evaluation program? **94% (Yes)**
2. Are you satisfied with the services you received in the Vocational Evaluation program? **98% (Yes)**
3. Were you provided enough information by your Vocational Evaluator to make an informed choice about your vocational/career goals? **98% (Yes)**
4. Were you given a good, clear orientation to the Vocational Evaluation program upon your admission? **100% (Yes)**

5. Did you participate in the development of your Vocational Evaluation program service plan? **100% (Yes)**
6. Do you feel the Vocational Evaluator fully considered your interests and desires? **100% (Yes)**
7. Do you feel you were encouraged to participate as much as possible in the evaluation process? **97% (Yes)**
8. If you have special needs, were reasonable accommodations considered? **100% (Yes)**
9. Did you participate and have input in your Vocational Evaluation staffing meeting? **100% (Yes)**
10. Do you feel that you were treated with courtesy and respect by your Vocational Evaluator? **100% (Yes)**
11. Do you think you are asked regularly enough for your input? **95% (Yes)**
12. My Vocational Evaluator communicated with me in a way that I could understand the information that was presented to me. **99% (Yes)**

**Accumulative Average      98% (Yes)**

### **Job Objectives and Behavioral Services (JOBS)**

#### **Customer Satisfaction**

The average accumulative customer satisfaction rate for the Job Objectives and Behavioral Services program is **98%** in 2007.

1. Have your goals been met while receiving services in the JOBS program? **99% (Yes)**
2. Are you satisfied with the services you received in the JOBS program? **99% (Yes)**
3. Do you feel that the information you received in the monthly progress reviews was helpful? **99% (Yes)**
4. Were you give a good, clear orientation to the JOBS program upon your admission? **100% (Yes)**
5. Did you participate in the development of your JOBS program service

- plan? **99% (Yes)**
6. If you have special needs, were reasonable accommodations considered? **94% (Yes)**
  7. Did you participate and have input in your discharge planning meeting? **92% (Yes)**
  8. Do you think the work behavior objectives you earned in the JOBS program will help you get and keep a job in the future? **100% (Yes)**
  9. Do you feel that you were treated with courtesy and respect by staff in the JOBS program? **99% (Yes)**
  10. Do you think you were asked regularly enough for your input? **95% (Yes)**
  11. JOBS staff communicate with me in a way that I can understand the information that is presented to me. **100% (Yes)**

**Accumulative Average      98% (Yes)**

### **Vocational Training**

#### **Customer Satisfaction**

The average accumulative customer satisfaction percentage rate for the Vocational Training program is **99%** for 2007.

1. Have your goals been met while receiving services in the Vocational Training Program? **99%(Yes)**
2. Are you satisfied with services you received in the Vocational Training Program? **100%(Yes)**
3. Do you feel that the information received in the monthly progress reviews was helpful? **100%(Yes)**
4. Do you feel the Job Seeking Skills classes better prepared you to find employment? **97%(Yes)**
5. Were you given a good, clear orientation to the Vocational Training Program upon your admission? **100%(Yes)**
6. Did you participate in the development of your Vocational Training service plan? **100%(Yes)**



7. If you have special needs, were reasonable accommodations considered? **100%(Yes)**
8. Did you participate and have input in your discharge planning meeting? **100%(Yes)**
9. Did the services you received in the Vocational Training Program prepare you for employment? **100%(Yes)**
10. Do you feel that you were treated with courtesy and respect by staff in the Vocational Training program? **99%(Yes)**
11. Do you think you are asked regularly enough for your input? **100%(Yes)**
12. My instructor communicates with me in a way that I can understand the information that is presented to me. **100%(Yes)**

**Accumulative Average      99%(Yes)**

### **Vision Impairment Services**

#### **Customer Satisfaction**

The Vision Impairment Services program obtained a **100%** accumulative customer satisfaction rate for 2007.

1. Have your goals been met while receiving services in the Vision Impairment Services program? **100%(Yes)**
2. Are you satisfied with the services you received in the Vision Impairment Services program? **100%(Yes)**
3. Do you feel that the information you received in the monthly progress reviews was helpful? **100%(Yes)**
4. Were you given a good, clear orientation to the Vision Impairment Services program upon your admission? **100%(Yes)**
5. Did you participate in the development of you Vision Impairment Services program service plan? **100%(Yes)**
6. If you have special needs, were reasonable accommodations considered? **100%(Yes)**

7. Did you participate and have input in your discharge planning meeting? **100%(Yes)**
8. Do you feel that you were treated with courtesy and respect by staff in the Vision Impairment Services program? **100%(Yes)**
9. Do you think you are asked regularly enough for you input? **100%(Yes)**
10. Vision Impairment Services staff communicate with me in a way that I can understand the information that is presented to me. **100%(Yes)**

**Accumulative Average      100%(Yes)**

### **Physical Rehabilitation Services**

#### **Customer Satisfaction**

The Physical Rehabilitation Services program achieved a **98%** accumulative average customer satisfaction rating for 2007.

1. Have your goals been met while receiving services in the Physical Rehabilitation Services program? **100%(Yes)**
2. Are you satisfied with the services you received in the Physical Rehabilitation Services program? **100%(Yes)**
3. Do you feel that the information you received in the monthly progress reviews was helpful? **100%(Yes)**
4. Were you given a good, clear orientation to the Physical Rehabilitation Services program upon your admission? **88%(Yes)**
5. Did you participate in the development of your Physical Rehabilitation Services program service plan? **100%(Yes)**
6. If you have special needs, were reasonable accommodations considered? **92%(Yes)**
7. Did you participate and have input in your discharge planning meeting? **100%(Yes)**
8. Do you feel that you were treated with courtesy and respect by staff in the Physical Rehabilitation Services program? **100%(Yes)**
9. Do you think you are asked regularly enough for you input? **100%(Yes)**

10. Physical Rehabilitation Services staff communicate with me in a way that I can understand the information that is presented to me. **100%(Yes)**

**Accumulative Average      98%(Yes)**

### **Traumatic Brain Injury (TBI) Program**

#### **Customer Satisfaction**

The Traumatic Brain Injury program achieved an accumulative customer satisfaction rate of **94%** for 2007.

1. Have your goals been met while receiving services in the Traumatic Brain Injury program? **89%(Yes)**
2. Are you satisfied with the services you received in the Traumatic Brain Injury program? **96%(Yes)**
3. Do you feel that the information you received in the progress reviews was helpful? **100%(Yes)**
4. Were you given a good, clear orientation to the Traumatic Brain injury program upon you admission. **97%(Yes)**
5. Did you participate in the development of your Traumatic Brain Injury program service plan? **100%(Yes)**
6. If you have special needs, were reasonable accommodations considered? **79%(Yes)**
7. Did you participate and have input in your discharge planning meeting? **89%(Yes)**
8. Do you feel you were treated with courtesy and respect by staff in the Traumatic Brain Injury program? **97%(Yes)**
9. Do you think you were asked regularly enough for your input? **96%(Yes)**
10. Traumatic Brain Injury program staff communicate with me in a way that I can understand the information that is presented to me. **99%(Yes)**

**Accumulative Average      94%(Yes)**

## **Transitional Life Skills Training**

### **Customer Satisfaction**

The Transitional Life Skills training program achieved an average accumulative customer satisfaction rating of 100% for 2007.

1. Have your goals been met while receiving services in the Transitional Life Skills program? **100%(Yes)**
2. Are you satisfied with the services you received in the Transitional Life Skills program? **100%(Yes)**
3. Do you feel the information you received in the monthly progress reviews was helpful? **100%(Yes)**
4. Were you given a good, clear orientation to the Transitional Life Skills program upon your admission? **100%(Yes)**
5. Did you participate in the development of your Transitional Life Skills program service plan? **100%(Yes)**
6. If you have special needs, were reasonable accommodations considered? **100%(Yes)**
7. Did you participate and have input in your discharge planning meeting? **100%(Yes)**
8. Do you feel that you were treated with courtesy and respect by staff in the Transitional Life Skills program? **100%(Yes)**
9. Do you think you are asked regularly enough for your input? **100%(Yes)**
10. Transitional Life Skills staff communicates with me in a way that I can understand the information that is presented to me. **100%(Yes)**

**Accumulative Average      100%(Yes)**

### **CLIENT SUPPORT SERVICES SURVEY RESULTS**

Stakeholder input from all clients receiving support services are obtained twice per year in six month intervals regarding their satisfaction with various support services. Results of these surveys provide management with client input on levels of satisfaction and are analyzed in terms of positive responses to specific questions/statements designed to measure customer satisfaction.

Client Support Services Survey results from both six month interval surveys were combined for reporting purposes. The overall average customer satisfaction rating for the support areas listed below was **92%**. Percentage responses after each support service listed below represents positive responses of customer satisfaction.

Case Management	95%
Transportation Services	94%
Admissions	94%
Dormitory Services	94%
Recreation Services	94%
Student Health	93%
Administrative Services	91%
Security Services	91%
Psychological Services	89%
Maintenance/Custodial	85%
<b>Overall Average Rating</b>	<b>92%</b>

### **Recommending TRC to Others**

One question on the Client Support Services Survey instrument asks clients if they would recommend the services provided at the Tennessee Rehabilitation Center to others. For Fiscal Year 2007, **95%** of clients completing the surveys indicated they would recommend TRC to others.

## **CLIENT FAMILY SURVEY RESULTS**

### **Customer Satisfaction**

The Tennessee Rehabilitation Center values the opinions of our client's family members. Many parents are highly involved in the rehabilitation program of their son or daughter. Because the Center serves a large number of transition from school to work clients who have significant cognitive and emotional challenges, the Center staff have considerable interaction with parents and other family members. We see these family members as significant stakeholders. A survey instrument was designed to obtain feedback from family members (parents, caregivers, etc.). These surveys are mailed to the family following the students' graduation from the Center to obtain input regarding satisfaction with services provided to the client, with friendliness and helpfulness of staff, with quality of services, ability to meet client needs, with the accessibility of Center staff and information obtained from staff being informative and meeting their needs. Also, the survey asks the family members if they would recommend others to the Center for services, suggestions for improving services, and other comments. Responses to the Client Family Survey instrument for 2007 were tabulated and are reported in the table

below as average accumulative percentage responses. The average family satisfaction response for all survey questions was **94%**. Family write-in responses regarding comments and suggestions for improvements are also provided in this report.

1. The services provided by the Tennessee Rehabilitation Center (TRC), in my opinion, are quality services and have met individual needs.  
**94% (Agreed or Strongly Agreed)**
2. The TRC staff that I communicated with were courteous, friendly, and helpful.  
**98% (Agreed or Strongly Agreed)**
3. I was satisfied with services provided by the Tennessee Rehabilitation Center.  
**90% (Agreed or Strongly Agreed)**
4. TRC staff I needed to communicate with were accessible, and staff contact was informative and met my needs.  
**90% (Agreed or Strongly Agreed)**
5. I would recommend others to TRC who require rehabilitation services.  
**96% (Yes)**

## **REFERRING FIELD COUNSELOR SURVEY RESULTS**

Clients who receive services at the Tennessee Rehabilitation Center are referred to the Center by Vocational Rehabilitation Counselors with the Division of Rehabilitation Services (DRS) who work in field offices across the state. These referring counselors first meet clients in the home community and begin a process to assist clients in receiving rehabilitation services they need and desire. Field counselors are major stakeholders, and their input is critical in analyzing the Center's quality of services, level of customer satisfaction, and unmet needs. A Field Counselor Survey instrument was developed to obtain this important feedback for analysis and use in strategic planning. This survey instrument collects input from these stakeholders on their satisfaction with numerous programs and support services, knowledge of new or current services offered, a measurement of whether services provided are meeting their needs and the needs of their clients, identification of local barriers to successful employment of clients referred, and identification of additional needs, as well as recommendations to improve services. The following sections provide results of this survey of referring Vocational Rehabilitation Counselors for 2007 under topics of **General Information, Satisfaction with Primary Programs of Services, Satisfaction with Support Services, Identified Strengths of Center Programs and Services, Local Barriers to Employment, Additional Services Needed, and Recommendations for Improvements.**

### **General Information**

A total of seventy-seven (77) survey instruments were completed by referring Vocational Rehabilitation Field Counselors. An accumulative average percentage customer satisfaction rate of **95%** for primary programs and secondary support services was achieved for 2007. The following general information responses provides an overview of field counselor responses regarding **center utilization, rating of services, ability to meet client needs, services most often used , the admission procedures, and quality of services.**

1. Do you utilize the services provided by the Tennessee Rehabilitation Center at Smyrna?  
**94% (Yes)**
2. Overall, how would you rate services provided by the Tennessee Rehabilitation Center at Smyrna?  
**97% (Good to Excellent)**
3. Services provided at TRC meet the individual needs of my clients.  
**97% (Agreed or Strongly Agreed)**
4. Overall, how would you rate the quality of services your clients receive at TRC?  
**94% (Average to Excellent) 82% (Superior to Excellent)**

### **Field Counselor Satisfaction with Primary Programs of Services**

The Field Counselor Survey instrument contains numerous questions/statements designed to obtain counselor feedback regarding satisfaction with primary programs of services provided. The seven primary programs of services are as follows:

**Vocational Evaluation**  
**JOBS (Work Adjustment)**  
**Vocational Training**  
**Vision Impairment Services**  
**Traumatic Brain Injury Program**  
**Physical Rehabilitation Services (OT/PT)**  
**Transitional Life Skills Training**

1. Recommendations included in the Comprehensive Vocational Evaluation report are realistic and achievable.  
**94% (Agreed or Strongly Agreed)**
2. Vocational Evaluation reports are received within two weeks of student discharge.  
**92% (Agreed or Strongly Agreed)**
3. Work Adjustment (JOBS) graduates successfully gain basic work habits and behaviors that are necessary for employment or further vocational training.

- 98% (Agreed or Strongly Agreed)**
4. Vocational Training programs are offered at TRC that meet the needs and interests of many clients in my caseload.  
**95% (Agreed or Strongly Agreed)**
  5. Clients completing Vocational Training are well prepared for employment within the occupation they received training in.  
**91% (Agreed or Strongly Agreed)**
  6. Clients enrolled in Vision Impairment Services acquire skills which enable them to lead independent, productive lives in the work environment and at home.  
**97% (Agreed or Strongly Agreed)**
  7. Recommendations included in the Traumatic Brain Injury Program Vocational Evaluation report are realistic and achievable.  
**95% (Agreed or Strongly Agreed)**
  8. Clients enrolled in the Traumatic Brain Injury Program (TBI) receive the necessary services they need to enable them to become more independent and better prepared for employment and/or additional training services.  
**97% (Agreed or Strongly Agreed)**
  9. Clients enrolled in the OT/PT Program (Physical Rehabilitation Services) receive necessary services they need to enable them to become more independent and better prepared for employment and/or additional training services.  
**98% (Agreed or Strongly Agreed)**
  10. Clients enrolled in the Transitional Life Skills Training Program receive the necessary services they need to enable them to become more independent and better prepared for employment and/or additional training services.  
**98% (Agreed or Strongly Agreed)**

**Accumulative Average      96%**

### **Field Counselor Satisfaction with Secondary Support Services**

1. Overall, I am satisfied with the Admissions procedures and communications from Admissions at TRC.  
**99% (Agreed or Strongly Agreed)**
2. Admissions applications are processed within a timely manner.  
**96% (Agreed or Strongly Agreed)**



3. Information I receive regarding my clients' progress, problems, or plans is communicated in a timely manner by the TRC Program Manager.  
**91% (Agreed or Strongly Agreed)**
4. I am contacted by the TRC Program Manager in adequate time to participate in important meetings that involve my clients' rehabilitation plans and progress.  
**95% (Agreed or Strongly Agreed)**
5. I am satisfied with the communications and follow-up I receive from the TRC Program Manager regarding my clients enrolled.  
**88% (Agreed or Strongly Agreed)**
6. The TRC Program Manager initiates discharge planning contacts with me and communicates pertinent information needed for transitioning the client back into the community to pursue employment.  
**93% (Agreed or Strongly Agreed)**
7. I receive regular progress reports from the various service areas providing specialty services for my clients.  
**86% (Agreed or Strongly Agreed)**
8. Residential Services at TRC, i.e. dormitory living, transitional living skills training, recreation services, and medical services enhance my clients ability to transition into higher levels of independent living necessary for employment.  
**90% (Agreed or Strongly Agreed)**
9. TRC staff are accessible.  
**94% (Agreed or Strongly Agreed)**
10. Services provided at TRC meet the individual needs of my clients.  
**97% (Agreed or Strongly Agreed)**

**Accumulative Average      93%**

### **PROGRAM SERVICES OUTCOME MEASUREMENTS AND IMPLICATIONS FOR STRATEGIC PLANNING**

Program evaluations are completed on primary programs of services each quarter. Specific outcomes and goals have been established for each primary program as a means of measurement of program effectiveness and efficiency. There are seven primary programs of services offered at the Tennessee Rehabilitation Center for which outcomes are measured and strategic planning activities initiated based upon outcomes and client

and other stakeholder input. Primary programs of service include **Vocational Evaluation, Job Objectives and Behavioral Services (JOBS), Vocational Training, Vision Impairment Services, Traumatic Brain Injury Program, and Transitional Life Skills Training.**

### **Measured Outcomes by Program of Service**

The following information provides year-end accumulative outcomes for each primary service program.

#### **VOCATIONAL EVALUATION**

For Vocational Evaluation, the year-end measured outcomes are: rate for successful completions **96%**, Customer Satisfaction Rate **98%**, Recommendations Implemented **93%**, Utilization Rate **98%**, Average Length of Program **7.2 days**, and Average Length of Time to Get Report Out **10 days**.

#### **JOB OBJECTIVES AND BEHAVIORAL SERVICES (JOBS)**

For Job Objectives and Behavioral Services, the year-end measured outcomes are: rate for successful completions **70%**, Utilization Rate **84%**, Customer Satisfaction Rate **98%**, Average Length of Program **14.9 weeks**, Percentage of Graduates Recommended for Sheltered Employment **0%**, Percentage of Graduates Accepted for Vocational Training **72%**.

#### **VOCATIONAL TRAINING**

For Vocational Training programs, the overall rate for successful completions was **68%**, Utilization Rate **82%**, Customer Satisfaction Rate **99%**, and Average Length of Program **5.3 months**.

#### **TRANSITIONAL LIFE SKILLS TRAINING**

For Transitional Life Skills Training, the rate for successful completions was **82%**, Utilization Rate **101%**, Customer Satisfaction Rate **100%**, Average Length of Program **28 weeks**, and Average Goal Attainment **96%**.

## **VISION IMPAIRMENT SERVICES**

For Vision Impairment Services, the rate for successful completions was **98%**, Utilization Rate **99%**, Customer Satisfaction Rate **99%**, Timeliness of Reports **98%**, and Average Goal Attainment **100%**.

## **PHYSICAL REHABILITATION SERVICES**

For Physical Rehabilitation Services, the rate for successful completions was **94%**, Utilization Rate **80%**, Customer Satisfaction Rate **98%**, Average Client Goal Attainment **71%**, and Average Length of Program **12 weeks**.

## **TRAUMATIC BRAIN INJURY PROGRAM**

For the Traumatic Brain Injury Program, the rate for successful completions was **92%**, Utilization Rate **81%**, Customer Satisfaction Rate **94%**, and Average Length of Program **28.5 weeks**.

## **STRATEGIC PLANNING RECOMMENDATIONS**

An analysis of program outcomes, stakeholder feedback, observed trends, Center strengths, weaknesses, and potential opportunities and threats has been completed. Strategic planning recommendations have been developed as a result of the analysis of data. The following recommendations and plans of action will be implemented during the 2008 Fiscal Year. Some of these recommendations and action plans have been initiated at the time of writing this report.

1. Maximum efforts will be made in Fiscal Year 2008 to fill all vacant nursing positions, establish and fill two new nurse assistant positions to work on the medical dormitory, and to reach a feasible agreement with the contract nursing providers to obtain a consistent schedule of contract nurses who have completed TRC nursing orientation and training and can be scheduled on an ongoing basis to fill needed shifts.
2. The JOBS program will expand available contract work for client training purposes to include a Governor initiative in working with the Dollywood Foundation to distribute children's books to eligible day care facilities and to DHS district offices. This initiative is called Books from Birth and is intended to encourage children to learn to read at early ages and enhance reading levels. JOBS clients will participate in assembly of these books into 50-piece sets and package them to ship out to these day care centers and district offices.

3. Additional medication time signs will be obtained and posted in locations across campus.
4. During Fiscal Year 2008 “Spanish in the Workplace” will be offered to designated staff. A two-hour per week workshop will be held to teach staff basic Spanish language to enhance staff communication skills with clients whose primary language is Spanish. This will be a sixteen week course and will be held on TRC campus. Other class sessions will be scheduled as needed.
5. The Dormitory Renovation Capital Maintenance Project will replace all shower pans under the shower floor, which will eliminate any leaks.
6. A new Director of Nursing is now in place. The focus on nursing and Student Health for Fiscal Year 2008 will be on filling all vacancies, developing and implementing a detailed orientation and training manual for new nurses, more efficient medication distribution and audit system, and securing staff education resources and opportunities for nursing staff.
7. The contract food service provider will review menus and determine additional food items that can be offered. Currently the TRC Cafeteria provides a variety of meats and vegetables, salad bar, optional food selections of specialty items on a rotational basis, i.e., pizza, potato bar, stir fry, taco bar, hot dog bar, etc. For Fiscal Year 2008, a new request for proposal will be submitted for a five-year contract to provide meals on campus. Food selection, ability to offer a variety of nutritional and attractive food items that appeal to client’s tastes will be highly considered in making a selection for the food service contractor. Client input will be shared with contract food providers.
8. Replacement washers and dryers will be obtained for the Student Laundry as needed.
9. New dormitory lockers have been included in the Dormitory Renovations project. Lockers that are easily accessible and meet the needs of the clients will be obtained.
10. The Center has recently completed an accessibility study of the campus and buildings. Discussions will take place with representatives of the State’s Finance and Administration Department regarding the use of State ADA dollars to move forward with accessibility remediation plans.
11. New intercom communications system will be installed in the medical dormitory as a component of the Dormitory Renovation project. Also, exit door security alarms have been planned and will be implemented as a component of the dormitory upgrade. This project will be implemented in FY 2008.

12. A review and discussion will be held with all TRC case managers by the supervisor of Case Management Services to ensure that the following action items are occurring and are occurring consistently.
- Case managers are to notify referring counselors by email the day that clients are admitted to TRC following intake with the case manager. This notification should identify the client's name, program of services enrolled in and date of admission.
  - Case managers are to consistently notify referring counselors immediately of any significant event or incident affecting the client's program of services, i.e., Level 1 and 2 behavior offenses; any discharge from the Center to include disciplinary, self-termination, medical discharge, etc., as well as medical leave; and any significant complaint the client or family has identified. Information provided to the field counselor should include a description of the incident or situation, action taken, and consequences affecting the client's program of services.
  - Discharge planning meeting contacts and notification of needed problem solving, strategy, or other team meeting significantly effecting the client's program of services
  - Review with the client upon admission who their field counselor is and telephone number where the field counselor can be reached.
  - Contact with the field counselor prior to client discharge to schedule an appointment for the client to meet with their field counselor upon their return home.
13. Completion of a previously approved Campus Security Upgrade Capital Maintenance Project will be initiated during fiscal year 2008. Approximately 40 new security cameras will be installed at designated locations across campus. Alarm systems will be installed on all exterior doors as well as security proximity card scan stations at various locations across campus. Additional lighting will be added under the canopy area and a card scan security access point will be installed to provide greater security regarding individuals entering and leaving restricted area parking and outdoor campus locations.
14. The changing out of round door knobs with lever door knobs in areas across campus has been included in the accessibility plan as well as replacement of water fountains to meet ADA guidelines. Some door knobs have already been replaced; however, the majority of accessibility needs are included in the accessibility plan and will be remedied by identified strategic planning action dates.
15. Due to the Center beginning to receive more referrals on individuals with Autism Spectrum Disorders, in-service training will be planned to bring in outside speakers/trainers with expertise in the field of Autism Spectrum Disorders to provide TRC staff with a greater awareness of behavioral tendencies as a result of the disability, environmental issues that may increase or reduce frequency of behaviors, and specific interventions that may be utilized in better meeting the

- needs of this disability group of individuals. In addition, other staff training opportunities will be researched and approval requested to receive additional training in Autism Spectrum Disorders.
16. Renovations will be completed in FY 2008 to J Building and all resource materials obtained to implement a curriculum of independent living skills training for clients enrolled in the JOBS program of services. The overall JOBS training program which teaches appropriate work behaviors in a simulated work environment will expand its program services to include a curriculum of independent living skills which will be incorporated into program activities and provided in J building which will be prepared to meet the instructional needs in cooking, cleaning, hygiene, budgeting, and many other life skills training areas.
  17. A Retail Clerk vocational training component will be implemented during the upcoming 2008 fiscal year. This training will be added as a training component to the Warehouse Training program. This will be a pilot training offering and, if there is considerable interest and a significant referral base for this occupational skills training area, the training will be expanded to a stand alone Retail Clerk vocational training program.
  18. A focus group will be formed to evaluate the feasibility of developing a support program of transitional life skills training services to be provided during the instructional daytime hours of the Transitional Life Skills Training program. Currently, these support services are being provided after primary program class hours during the evening. Due to many clients wanting their “free time” in the evening for socialization and participation in recreational services, it is felt a day-time support service program would be able to serve many additional students that need independent living skills training. During the upcoming fiscal year 2008, the focus group will review current student needs, determine a workable schedule of support services classes, and determine the impact of providing these support services during the usual instructional day on the primary program of services the clients are enrolled in. Providing it is feasible to pursue the daytime support services curriculum of independent living skills training, the evening support services will be phased out as currently operating and the day program will be initiated.
  19. A Telephone Customer Service Representative training program will be developed and implemented during Fiscal Year 2008 by the Vision Impairment Services program staff in an effort to expand occupational skills training for the blind and significantly visually impaired.
  20. To ensure full utilization of Visually Impaired Services programs, regional marketing visits will be scheduled during the upcoming fiscal year with DRS field offices and designated VIS staff will initiate site visits to increase marketing and referral activities.

21. An approved Capital Maintenance Project to upgrade the exterior lighting on campus will be bid out during fiscal year 2008. Lighting will be added as well as updated in front of and behind all buildings on campus as well as in restricted areas. This project will be implemented to improve the safety and security of clients residing on TRC campus.
22. To improve consistent nursing coverage on campus and continuity of care in the medical dormitory, two new nurse assistant positions will be established and staffed. Also, the director of nursing will negotiate with contract nursing providers a more consistent schedule of utilizing the same contract nursing staff that have undergone orientation and training and are familiar with the nursing duties and client medical care at TRC. The director of nursing will focus on the recruitment of nursing staff during FY 2008 and filling all vacant nursing positions.
23. The Average Length of Program goal for the Physical Rehabilitation Services program will be changed from 12 weeks to 14 weeks. This adjustment is needed to establish a more feasible goal of length of program due to the increase in high-level spinal cord injured clients with multiple medical problems taking longer to complete their program of services due to medical leaves and medical discharges and the amount of progress required to reach goal from the time of admission. The adjusted goal will go into effect the first quarter of FY 2008.
24. New marketing initiatives will be implemented during FY 2008 with the Rutherford County School System and the Williamson County School System to help identify high school students with disabilities that would benefit from services provided by TRC and to increase referrals and utilization of Vocational Evaluation, JOBS, and Vocational Training programs of services. A TRC management team representative will meet with Williamson County High School personnel and the local DRS field supervisor and counselors to establish a specific transition plan to include TRC staff meeting with parents and potential students providing information about programs and services and planning high school transportation of students to and from TRC daily while in their senior year for planned services. Designated management team staff will meet with the Rutherford County superintendent of schools and local DRS field supervisor and counselors to discuss a process for transition planning of eligible high school students to receive programs of services at TRC during their senior year of high school as well as a program of in-service training for high school teachers provided by TRC staff regarding TRC programs and services.
25. The Center will move forward with an approved Capital Maintenance Project in Fiscal Year 2008 to replace and upgrade the elevator in the connector between buildings A and B as well as replacement of the connector glass wall. The project will be bid out in the early months of FY 2008 and is considered a major accessibility upgrade for the Center both architecturally and environmentally. The new glass connector will improve energy efficiency in the connector and

- improve the heating and cooling of the connector. The elevator upgrade will be in accordance with ADA guidelines.
26. A new dock leveler for the JOBS program has been included in the improvement budget for FY 2008. This will provide an upgrade for the shipping and receiving dock in the JOBS program for unloading of raw materials and loading of completed contract work.
  27. To improve the success rate for clients completing the JOBS program, JOBS instructors will continue and increase daily review of work objectives and rationale for achieving work objectives. Instructors will increase review of inappropriate behaviors leading to loss of privileges and mandatory dismissal to help reduce disciplinary discharges. Also, the JOBS program supervisor will ensure a more formal, structured JOBS program assessment of Vocational Evaluation students to determine feasibility of admissions to the JOBS program to improve the utilization rate and will not include JOBS assessments of clients that are not accepted into the JOBS program in determining the success rate for the primary program. JOBS instructors have already increased frequency of work objectives and behavior reviews. Beginning the first quarter of fiscal year 2008, JOBS client assessments will no longer be counted as an unsuccessful completion when determining success rate. Counting clients that are not accepted into the primary JOBS program as unsuccessful completions to the primary program lowers the overall program success rate. Only clients accepted into the JOBS program that do not complete the program should be counted in determining the program success rate.
  28. To improve the overall utilization rate for Vocational Training programs of service the program supervisor will develop an updated power point presentation of all vocational training programs for marketing use. The program supervisor will begin marketing the programs of vocational training services at interagency meetings, Regional DRS offices, and community rehabilitation centers. A special focus will be aimed at marketing community rehabilitation centers in the Middle Tennessee area that provide vocational evaluation and work adjustment services. The marketing strategy is to familiarize community rehabilitation center staff and clients served with vocational training programs of services at TRC and encourage the referral of interested clients to TRC for situational assessments in vocational training areas as a part of their vocational evaluation service and while receiving work adjustment services. The purpose of the situational assessment is to determine feasibility of pursuing a vocational training program of service at TRC. Direct admissions into vocational training programs will be initiated whenever possible.
  29. To help ensure client knowledge of independent living resources in the community and follow up services for Transitional Life Skills graduates, the TLS Program Supervisor will develop during the upcoming 2008 fiscal year a stronger relationship and communications with the state's Independent Living Centers in



various locations across the state. The TLS supervisor will work with the directors of the Independent Living Centers to form a network of information and referral for TLS graduates that need additional assistance with independent living activities after graduation and upon returning to the home community. Clients completing TLS services will receive information on services provided by the Independent Living Centers, contact information, and the Independent Living Center will be contacted during discharge planning meetings to make them aware of student needs and plans to return home.

30. A Job Shadowing Career Exploration component will be added to the Vision Impairment Services program service delivery offerings in fiscal year 2008. Appropriate partnerships with local employers will be explored to develop job shadowing opportunities for visually impaired clients to be able to job shadow on site identified employees in jobs appropriate for a particular VIS client to gain career information to assist in choosing an appropriate vocational objective. This will allow visually impaired clients to explore career fields first hand in making informed choices about the type of jobs they would like to pursue.
31. The Traumatic Brain Injury Program will focus intensely on preparing for and serving returning veterans with head injuries. The TBI program supervisor will increase contacts with Veteran Administration Hospitals, VA representatives, and TBI support groups during the upcoming fiscal year and work closely with TBI specialty VR counselors in identifying veterans that are interested in and desire to pursue program services.
32. In fiscal year 2008, the Vocational Evaluation unit will begin to identify referrals of clients with multiple disabilities and unique testing needs prior to scheduling these clients for admission. The Vocational Evaluation intake will be reduced by one to two students for evaluators who will be working with multiple needs clients who will require additional testing/consultation, more one-on-one attention, and longer periods of time to prepare the vocational evaluation report. This will allow evaluators to spend the time they need with individuals with multiple needs and generate a more detailed report.
33. Special focus groups will be developed and initiated for specific disability groups of Autistic Spectrum Disorders, low-functioning clients with mental retardation, and significant emotional disorders. The purpose of these focus groups will be to provide guidance and assistance to program and support staff in developing appropriate behavioral interventions, identifying special needs, reviewing alternate methods of instruction, and making staff aware of disability-specific type of behaviors to expect. The overall strategic plan is to utilize these focus groups to help staff appropriately intervene in behavioral and program-related issues in a timely manner and problem solve issues to help reduce mandatory disciplinary terminations and self terminations effecting program success rates.

34. The Vocational Training program supervisor will work with training staff to create a more effective and efficient system of client follow up and tracking of successful graduates as well as reporting system to help ensure more timely placements of vocational training graduates in employment and positions for which they received training. This will be accomplished during the upcoming fiscal year.
35. A formal outcomes measurement system for client attainment of life skills competencies will be researched and developed during fiscal year 2008. The Transitional Life Skills program supervisor and program instructor will work with a team of instructors and supervisors of life skills training programs at four other state operated comprehensive rehabilitation centers in Georgia, Pennsylvania, Virginia, and Maryland to develop a formal outcomes measurement system that can be used to measure gains in independent living skill development and facilitate a comparison of goal attainment at other facilities based upon client population and curriculum.
36. For fiscal year 2008, a new Occupational Therapy client goal attainment format will be developed for the Physical Rehabilitation Services Program. Based upon an observed trend of higher level spinal cord injuries with multiple medical problems, occupational therapy goal attainment using the current format is not feasible and holds the program accountable for occupational therapy goals that are not feasible for some clients. Therefore, a new measurement format will be developed that takes into consideration limitations in achieving client occupational therapy goals and a weighted measurement system will be explored.
37. The Vision Impairment Services Program will include in the 2008 Improvement Budget Request adaptive technology equipment that will allow an expansion and improvement of technology assessments of visually impaired clients. A Braille Sense Portable Note Taking Device and a Portable Low Vision Adaptive Aids Kit will be obtained and included in the technology assessment protocol. Also, to improve communications accessibility with the vision impaired clients, a Telex Copyette Recording Device will be obtained in fiscal year 2008 to duplicate cassette tapes for clients.
38. The client goal attainment goal for the Physical Rehabilitation Services Program will be adjusted for the upcoming 2008 fiscal year from 90 percent to 80 percent. Adjusting the client goal attainment goal is justified in that due to the increased number of clients with higher level spinal cord injuries and multiple disabilities there are more severe limitations requiring more intensive occupational and physical therapy services.
39. The Traumatic Brain Injury program supervisor and staff will more aggressively market program services to TBI referring counselors, physicians, and rehabilitation hospitals to increase program utilization. The TBI Program Supervisor and staff will increase and provide more formal educational activities

formal educational activities for referring field counselors and families. These marketing and educational activities will be increased in Fiscal Year 2008 to enhance program utilization.

40. The Vocational Training program supervisor will work closely with vocational training instructors during the 2008 fiscal year to reduce mandatory disciplinary terminations and self-terminations which have a significant effect on the success rate of client program completions. A greater focus will be placed upon timely behavior interventions and preventative counseling and guidance not only from instructors but also by the program supervisor personally meeting with vocational training clients that are exhibiting serious behavioral problems, desire to self-terminate, and/or are not making adequate progress in their vocational training program. Reduction of mandatory terminations and self-terminations will have a very positive impact upon program success rate and the utilization rate.
41. To better meet the needs of individuals who have significant visual impairments due to a brain injury, the Vision Impairment Services program supervisor and designated staff will pursue ongoing training opportunities regarding brain injury by attending the “Lunch and Learn” training activities sponsored by the Tennessee Traumatic Brain Injury Association. In addition, to obtain current training as to new technology for the visually impaired, instructional techniques and medical advances, the VIS program supervisor will attend the National Council of State Agencies for the Blind Conference in fiscal year 2008.
42. The Physical Rehabilitation Services program supervisor will work closely with the Director of Nursing in fiscal year 2008 to develop an in-service training program for the nursing staff that will better define nursing’s role in working with clients residing in the medical dormitory. This in-service training will include refresher training in bowel and bladder management as well as follow-up support and coaching medical dormitory clients in performing activities of daily living such as bathing, dressing, feeding, and transfers.

In addition, a specific schedule will be developed for Physical Rehabilitation Services staff to work with nursing staff in the medical dormitory to teach appropriate transfer assistance skills, to work on client specific activities of daily living needs, and to build a teamwork partnership between the nursing staff and physical rehabilitation staff to best meet the needs of the clients.

43. The Vocational Training program supervisor will work closely with the vocational training instructors during fiscal year 2008 to establish a new philosophy within the training unit. That philosophy— that the instructors’ job is not complete until their students have obtained employment in their chosen occupational field. Instructors will be held accountable for total involvement in discharge planning activities with their students and greater follow-up contact with all training graduates. The previous philosophy in Vocational Training has been to successfully assist the students through the vocational training program to

the point of successful completion. With the current population of clients receiving services, this is not enough and efforts must be focused on successful employment and follow-up.

44. A Character Education class will be developed and provided to all Vocational Training students in fiscal year 2008. The purpose of this class is to focus on good citizenship, being responsible, trustworthiness, ethics in the workplace, integrity, and overall building character.

## SUMMARY

The Tennessee Rehabilitation Center ended Fiscal Year 2007 on a high note with a combined customer satisfaction rating of **98%** across all primary programs of service. A review of stakeholder feedback and primary program outcome measurements validates the fact that the Center has qualified and caring staff that put forth a maximum effort to meet client needs and assist clients in becoming successful and achieving their goals. An analysis of the information outlined in this Management Outcomes Report also reveals opportunities for improvement. Further review of these measurement outcomes identifies the severity of disabilities, need for multiple services, and need for staff to be as creative as possible in assisting clients with challenging behaviors to overcome the significant limitations posed by their disability. Clients receiving services today require multiple services and more attention from staff, since many have multiple disabilities. Most clients receiving services are on one or more medication. Several program areas have had to adjust goals due to the severity of disabilities, time required in service delivery, and multiple needs of clients. This past fiscal year, the Center has seen an increase in the number of clients with significant emotional disorders, higher levels of physical limitations, and a greater number of clients with Autistic Spectrum disorders. In order to continue to meet the needs of clients with severe and significant disabilities, Center staff must be more creative, research and problem solve barriers to success, fully utilize any and all medical, behavioral, vocational, and psycho-social expertise at the Center, and work more closely as a team to overcome difficult client issues and needs.

Cost of providing comprehensive rehabilitation services continues to increase, therefore, anything and everything the Center can do to contain cost is critical. The Center is moving forward with energy savings projects and activities, is utilizing 100% State dollars for any new Capital Maintenance Projects and will be utilizing State ADA dollars for any significant accessibility remediations.

The Tennessee Rehabilitation Center is well positioned for Fiscal Year 2008. Strategic planning initiatives and recommendations are and will be implemented during the 2008 Fiscal Year. The Center looks forward to a challenging and exciting new year in serving individuals with disabilities.